

RESERVE OFFICERS ASSOCIATION KEYNOTE SPEECH

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Thank you all for a very kind welcome. I want talk to you about where we are and where we're going in the Army Reserve. The first thing I'd ask you to do is to be an agent of change – to be a leader. If you're unwilling to step up to that challenge, then you will be falling behind, because we're taking this institution forward. Together, we're going to build a different Army Reserve for this century.

But such is the nature of change. If you look at the Army Reserve that we had in the 1990s, that was a much different Army Reserve than during the Korean War, which was a much different Army Reserve than during World War II. Why do we have to change? Because it is our responsibility as officers to leave it a different and better and stronger Army Reserve than we found it. That is not because it was bad when we found it; it is because it is the nature of a leader's responsibility to impose change and lead the institution to excel under future conditions, not under current and past conditions. Challenge yourself to the task.

Title Slide “Leading Profound Change While Fighting the War”

A great American president from a long time ago dealt with change. We now accept that Abraham Lincoln led our nation through momentous times. Had he not led us with distinction and courage and changed this nation, we might not be a nation today. Noted historians have said that our baptism as a single nation was through the blood of the Civil War. Abraham Lincoln saw a vision for the future, and he persisted with more naysayers than we can find today. Believe me, there are many of them around Washington, D.C. Don't let them inhabit your ranks.

Slide 2 “The Army Reserve – Purpose and Vision”

Why are we here? We are an institution established in law, an institution whose enduring purpose is shown here. Notice there are no words here that talk about for big wars, for little wars. It talks about when our nation calls, we are responsible for providing trained units and qualified persons. That's units as well as individuals. Yet, as we started this first extended-duration conflict in this century, and the first extended-duration conflict fought with the all-volunteer force, you've seen the headlines. It wasn't meant to be.

During testimony last fall, the Chief of Staff Army looked around and said, am I the only person in this room -- that includes the Senators, by the way -- who believes there's nothing wrong with mobilizing Reserve Component soldiers when our nation's at war? I stood up

behind him and said, 'Chief, you're the second one; I'm the first. That's why we exist.'

After it was over, I handed a copy of Title X to each of the members of the Senate Armed Services Committee and suggested that they might wish to familiarize themselves with it. It says this is the purpose right here: at such other times as the national security may require. Some of you in this very audience are saying now, well, General Helmly doesn't understand, we can't be on duty every day. We can as an Army Reserve, and we have been on active duty every day since December of 1995.

I understand full well we can't keep the same Army Reserve soldier on active duty day-in and day-out, but nor can you keep the same active duty soldier deployed day-in and day-out. This is an all-volunteer force, and you'll burn it out. You can't stay gone for 10 years in a row; we must bring you home and rest you. And thus, that's how we came to create the Army Reserve Expeditionary Force Package. These aren't silver-bullet solutions, but that's the future for us. Army Reserve Expeditionary Force Packages will keep the institution engaged.

Vision. A vision of the future: integral component. We are an integral component. It should not even have to be said, but it does need to be said for our sake and for the sake of others that the Army Reserve is integral, integral to the United States Army, certainly the world's best Army. We're showing that around the world. We are a complementary force as opposed to supplementary. Our intent is to build an Army Reserve that complements the joint force with skill-rich capabilities. We have never been the same as our regular Army. We have done, throughout our history, that which the Army Reserve can do. We need to get straight with regard to our brothers-in-arms and the Army National Guard.

The Army National Guard is a distinguished force. If you doubt that, you look at the Army National Guard's record of performance in this conflict. That institution has served admirably, and with distinction, and its soldiers serve with distinction. But by statute, by authority, we are different, but we are also the same in terms of being an inactive-duty force that provides this, the world's best army, with skill-rich capabilities. This is our forté in life

People have asked me as we go through this, why don't you show any Army Reserve patches on the patch chart? That's because we don't have combat formations. We do whatever our Army wishes us to do. We've had combat formations in the past, and they now form the basis for our Regional Readiness Command (RRCs), our institutional divisions and our training support divisions. We've preserved the heraldry of those units.

We have integrated the 84th Division Institutional Training with the ARTTC, into the 84th ARTEC. The first buzzsaw we ran into was folks who said, well, it's got to be a division. This was the institute of heraldry. You can't carry on the 84th name if it's not a division. I wrote and said, it hadn't been a division in terms of a combat formation in years. And by the way, look at the active component. At Fort Benning, you'll find the first of the 317th Infantry Battalion. It's not an infantry battalion with 800 soldiers; it's a training battalion with 50 drill sergeants, a lieutenant colonel, and the colors.

Then we ran into the buzzsaw inside our own house that said, you can't take down a

division institutional training and merge it with a TDA schoolhouse. Well, wait a minute. The 84th are proud colors, but the 84th of World War II that earned those colors is not the same 84th that created the colors. Do you understand what I'm saying here?

We're going to change the force to meet today's conditions, not yesterday's conditions, but we will preserve that which must be preserved, which is our heritage as American soldiers.

Slide 3 "Army Reserve Serving a Nation at War"

You've probably seen the posters of this young man, 20 years old, Specialist Matt Maupin, captured last April, from 724th Transportation Company. I'll give you a 15-second sound bite of the after-action report. A kill zone five miles long, not five blocks long -- five miles long: a gauntlet of enemy fire, indirect and direct. Heavy caliber machine guns, RPGs firing from rooftops, mined exits off the highway, IEDs hanging from overpasses, a bloody battlefield.

One of the young men from this unit will be awarded the Silver Star next month for heroism in action. You should think hard about Specialist Maupin. He remains captured. And his parents, whom I will tell you -- one can only imagine what goes through his parents' mind. They have another son who's a member of the United States Marine Corps, and he has served in Iraq. They continue to serve proudly. These are great young Americans. 516 wounded does not tell the story. These are grievously wounded soldiers. These are soldiers who have lost limbs, and frankly, lost limbs doesn't tell the whole story.

Last week, we were in Florida to dedicate a new combined Army National Guard and Army Reserve Center, an integrated Reserve center. We're doing more of that. We went to a VA hospital there to award a Purple Heart to a young man, and visit two members of the United States Navy Reserve. This is a different war fight; this is joint and combined: Navy Reserve, Seabee Battalion. One of these guys, his wife was there. He's paralyzed, lost an arm, paralyzed from about his chest down, uncertain whether he will ever regain mobility from that portion of his body, but at least he can breathe on his own. He can talk, and his mind registers.

If you doubt that the Reserve Components of our nation are not playing a vital role in this war, you go visit that hospital. You go visit Walter Reed. You look in the *Washington Post* when they show the pictures in there. One week before Christmas, we had nine casualties: three Marine Corps Reserve, three Army National Guard, two Army Reserve, and one Navy Reserve. All Reserve Components. This is tough business. We have said for years in the Reserve Components, put me in the game, Coach. Now, we're in the game. Once you're in the game, it's unfair to start complaining about getting knocked down. We're in the game, and it's a tough game.

Slide 4 "Where We Are Coming From: Cold War to Global War"

We went through a major re-engineering from the Cold War to global war. Brought down our end strength by 36 percent. Went from ARCOMs to Regional Support Commands. Then from Regional Support Commands to Regional Readiness Commands. Stood up an awful lot of

echelons above divisions and echelons above corps headquarters. We vested ourselves primarily in combat support, combat support at echelons above division, and echelons above corps. What happens when you don't have divisions and corps anymore? You've heard of UEx and UEy? We're going from four levels in Army echelons of command -- brigade, division, corps, Army Service Component Command -- to three: brigade combat team. And because we don't know what to call it yet, we're calling it UEx and UEy, and everybody is still looking for the comfort margin.

UEx is a division renamed, and UEy is a corps renamed, right? No, different deal. We're collapsing three levels of command into two, and it is hard. That's why we don't know what to call it yet. We've had divisions and corps since World War II. Try to take out all the battlefield operating systems and functions on the battlefield of command at those levels and brigade, collapse them into three, figure out how many soldiers of what kinds of new MOSs need to be there with what kinds of equipment, and you understand why our working hours in the Pentagon usually run from about 0500 to 2300. It's hard work, but we have to do that. We have too much of our precious manpower tied up in non-warfighting functions.

We've got to get ourselves more agile, adaptable, and more innovative. We are a hierarchy in the United States Army fighting a network. Our foes don't have a hierarchy. They don't have to put in a budget request. They just walk up and hold a pistol and say, give me your money. It's easy. I accomplish two purposes at one: intimidate all your neighbors, got your money, now I go pay her because she'll develop an IED for me. It's a network, a loose network. Use cell phones, throw them away. We must deal with the adversary that we're fighting today, not the adversary we grew comfortable planning to fight during the Cold War. And our structure must change.

Slide 5 "Conditions Have Changed"

Our structure was built for then: a single war, discrete war. We don't have rotational depth in our structure. You can't keep the same soldiers gone all the time. How do I build rotational depth and structure and create more units? Desert Shield and Desert Storm started for the Army Reserve on the 26th of August '90, when we mobilized the first units, first soldiers. By January of '91, we had mobilized 84,000. By October 1991, we demobilized everybody. It had a beginning, it had an end. War is not an exception now; it's more of a norm. We've got to prepare ourselves for dealing in that world, not the world where we just deploy for a year, and everybody comes home.

Mobilization is an exception. Everybody says, my God, this is terrible. My answer is, let's look at it for real. We have had continuous mobilization in the Army Reserve since December of 1995. How many of you served in the Balkans? Weren't you mobilized under PRC -- Presidential Reserve Call-up? Different operation, different location, different TTPs, different threat, but still a mobilization. So tell me about going back to yesterday. Yet we have folks who want to go back to weekend drills and two weeks in the summer. Do you understand, we set our expectations that way? When I came into this job, we had recruiting ads that emphasized one weekend a month, two weeks in the summer -- we'll give you extra college money, and it won't hurt, it'll be fun.

Is it any wonder when we entered this war, we were buying 10,000 sets of individual body armor a year and we were issuing it only to light infantry units and ranger units. Initially, we had less than 300 up-armored Humvees in the Army -- Army-wide. We had less than about 30 in the Army Reserves. Is it any wonder? We had prepared for then-war, not now-war. And readiness now is the indicator, readiness now. And yet, remembering -- and two years ago, summer of '03, right after the capture of Baghdad, you saw that great picture on the Internet, of an Army truck on the streets of Baghdad, hand-lettered cardboard sign in the window, "one weekend a month, my blank." Right? The power of modern technology is great.

Somebody zoomed in on the bumper number, tracked it through AMC's registry, came to General Helmly and said, that's one of yours. Wow, so be it. Well, aren't you concerned about that? I said, I am concerned about it and I'm not. I'm not concerned about it because I don't want to ever deny soldiers the ability to get it off their chests, a little humor. Having said that, I'm very concerned about it, because we set false expectations of one weekend a month, two weeks in the summer. So why don't you help me out and give me the authority to change our recruiting ads and give me a few extra million dollars to go out and change them?

If you look at all of our ads now, they're entirely different. This is not your everyday job. Honor is never off-duty. It is never off-duty. That's purposeful, because if you're a soldier who lives Army values, you can't wait until Saturday morning at 7:30 when you put the uniform on and say, oh, now I'll be a different person. I've got to be a Soldier.

So the intent is that we will move from a force-in-reserve to an 'inactive duty' force that is poised and prepared for active duty as if we knew the hour and the day that it would come. It starts with our minds. From our minds, it leads to how we think. How we think leads to how we act. You and I as leaders have a responsibility to start influencing that in ourselves and in our soldiers.

Slide 6 "Army Reserve Changes"

First thing, it's all about leadership. Everything we've had as a horror story, we can trace to leadership. Everything we've had as a success story, you can trace to leadership. You can trace it to leadership. Everything! You will not find anything in the United States Army Reserve today that's a success that I can't point out that a leader caused it to be a success. And if it's an abject failure, I can show you an abject failure in leadership. We've attacked it by creating and establishing the Leadership Campaign Plan inside our own house. As we developed that, we saw clearly we could not make the momentous changes necessary. We went forward to the Secretary of the Army and asked the Secretary to appoint the Inspector General to conduct a special inspection of Army Reserve, Reserve Component leader development, and growth across the institutional Army. Pre-commissioning all the way to commissioning, including the noncommissioned officer education system and growth of NCOs. Look at board processes; look at time in grade; look at content of POIs and OBC, CGSC, now intermediate level of education, et cetera. It is thorough. The IG is coming along. It will lead to much improvement in the future in how we grow leaders.

This is a way of life. I want you to know that I'm proud of the fact that I was on the drafting part that helped argue and draft the words in the Soldiers Creed and the Warrior Ethos. You don't see anything in there about rear echelon or secure rear areas. We're leaning out our command and control structure and management structures. We've integrated HRC St. Louis with the active component PERSCOM, that is the Human Resources Command-Alexandria. It's hard -- it's very hard -- but there's power in that. We're improving and increasing our level of full-time support and changing the AGR program entirely.

We've got to build the AGR force as a skill-rich force vested in the core competencies and capabilities of the Army Reserve, not doing admin work for us. We can hire contractors to do admin work. It is my intent to authorize in every company-sized formation, every noncommissioned officer position, and a TOE billet in that, not as a full-time supply sergeant or some person who's just keeping the paperwork. We'll move our Military-Technician force into regional support centers that will provide much-needed support.

Now as I do that at my level, you've got to embrace that. As we tested these things in the 89th Regional Readiness Command (RRC), I talked to a couple of company commanders. They said, well, gee whiz, all I got left is a supply sergeant, a transportation NCO, and an equipment NCO. They don't know how to put together promotion packets, and those civilians won't do it. Now, I'll tell you, it's about time some captain told a noncommissioned officer what his and her job is. An NCO of any MOS that doesn't know how to do promotion packets for soldiers is not much of an NCO.

Noncommissioned officers are the backbone of the Army. Soldiers are the centerpiece of our Army. And the officer corps is the heart of our Army, its lifeblood that gives life to our Army that builds an army. That's your responsibility and mine. I had the great pleasure of assisting and promoting a brand new noncommissioned officer today. Where's Sergeant Case? Is she with us? In my job, you do get to do some things which are very rewarding, and that is participate in promoting, presenting awards to, and re-enlisting American soldiers. So, Sergeant Case, you made my day. Thanks for being a great Army Reserve soldier, and congratulations on joining the noncommissioned officer ranks. I'm proud to serve with you.

The National Defense Authorization Act of 2005 contains some much improved recruiting retention authorities. You should be familiar with those as leaders, so you can inform your soldiers that we're on the move. The Congress is supporting us. We should thank our members of Congress. There's a great deal of energy there. It was a hard-fought fight, but just as an example of success, we've now gotten our first-term re-enlistment bonus from \$5,000 to \$15,000. Now, even a simple-minded infantryman can do that math; that's a threefold increase. We've extended it where we can do the theatre-specific re-enlistment bonus, so our youngsters are taking it.

When I went to theater last month, in January, I was personally able to participate in over 100 re-enlistments. I asked every one of those Soldiers, why did you re-enlist? Every one of them had two reasons principally, though they phrased it in different words. They said, sir, I'm able to get \$15,000 tax-free and that's not half-bad. But the other reason -- and every one of them told me this -- and they said, sir, but there's more to it. I'm finally getting to do something

that I have been serving and training to do for a long time. They looked around at the rest of their unit, their buddies, and said, and I'm in a good team. I'm in a good team.

That's your job and mine, to motivate these youngsters to stay with us. And we're not doing that with credibility today. We've got to motivate them to say I want to stay a part of your Army because, Colonel, we have a good team. And that comes from a hell of a lot of effort by all of us.

We've got a new equipping strategy. We're going to move to outsource more maintenance and use our military-technicians more in readiness-increasing jobs. We're moving to battle-focused training and readiness. Our G7 at the USARC has developed a first-rate Army Reserve training strategy. Much needed at my level to set the basis for you to put into place what we've already given you. This is vastly revised Army Reserve training guidance that says get yourself outside with your soldiers, conduct battle-readiness tasks under battlefield-type conditions. Train to fight, survive, and conduct your very important support mission on an increasingly lethal battlefield.

Slide 7 "Army Reserve Expeditionary Force"

Army Reserve Expeditionary Force -- the wave of the future, starting now. Creates a rotational-based force and gives us predictability. When I say predictability, caution your soldiers. You cannot say for certain. I had soldiers ask me in theatre, will I ever get mobilized again? My answer: I don't know. I don't control that. By the way, neither does the President. The world is as it is. Who would have said on 10 September that the morning of the 11th of September would occur? Explain it that way. If I'd have told you 10th of September and been standing up here and said, in less than three years, we'll have mobilized 126,000 soldiers, we'll have had more casualties than we've had since the Korean War, et cetera, you would have said that he's been drinking. You would have. Think about it. I mean, it was unheard of.

It's a changed world, and it happened like that. We have to be prepared for it. But predictably, we will tell our soldiers specifically when they're in a calendar window and when they and their unit are more prone to be mobilized first. Second, it will give us a management model for managed, predictable levels of readiness as we move through a progressive cycle of refit, reconstitute, school, train at the lowest level at which organized, moving to the highest level at which organized.

It's rather like 82nd Airborne Division has always had a battalion on alert, ready to go wheels-up in 18 hours: nine infantry battalions that rotated every month. If you were on a red cycle, then the other battalion was on green cycle. For that month, they were locked down and ready to go in 18 hours. But then they moved back to the beginning of the cycle and took their place on red cycle and started doing leave and other things. My battalion moved up and took their place. Progressive cycle.

Provides flexibility and readiness. 1-4-2-1 is not a strategy, but it's a force-sizing construct from OSD that says the top priority mission is defend the homeland. Four is conduct four simultaneous small-scale contingencies; spell that Balkans, Haiti, East Timor, tsunami

relief, et cetera. Two is conduct two major theatre war fights simultaneously. And the one is conduct a regime overthrow simultaneously.

What have we done since 9/11? Look at what we have done with the governments of Afghanistan and Iraq. This helps us size the force, and then we're moving from UIC TPFDDs to force generation, where we build force generation, and I'll show you how that works.

Slide 8 "Army Reserve Expeditionary Force Packages"

Here's how it works: five-year cycle. We had gone to our soldiers and had already asked the question starting three years ago. No empirical data, but how often do you think you can mobilize? The answer was usually, generally about once every four, once every five years -- somewhere in that. Said okay, fine, we're going to use five years. We then did a lot of math around that to solidify it. Next, we used an assumption that we'll have continuous Presidential reserve call-up, nine-year mobilization limit with an Army goal -- a goal, not a policy -- of six-to seven-month deployments. That's a goal to get to. That's why we're restructuring the force; we can't get there from here today. We cannot get there. That's why we're using 18-month mob orders with 12 months boots-on-the-ground as the policy.

But year five, units reconstitute and reset. Here in year four, we start moving to collective training at the lowest level at which organized. Year two, three-week annual training; we validate and certify you at the level at which organized. Year one, you're locked and cocked. You do another three-week AT if you're not mobilized during that period. Does that mean in year two you can't be mobilized? No, you can be mobilized out here (in Year 3 or 4). Can be, but that's not the intent of the model. The intent of the model is to create predictable readiness, to say that this is predictable. This is not predictable. But then today is unpredictable, isn't it? So there are no guarantees here. Further, we will equip by this. In year five, you will not be issued collective equipment; you will be issued individual equipment. Why? It's individual levels of training, school. We've got to get our cycles right to go off to NCOS and OES. Year four through one, your unit is issued a MEET set, minimum essential equipment for training. Why are we going to do that? Because we have to donate equipment to pre-position sets and training sets at mob stations, and we don't have enough money -- nobody does.

The supplemental was released for Fiscal Year '05 this morning. The President's budget had \$100 billion in it for the U.S. Army. Big money, but not enough to buy all the equipment needs for ourselves, the Guard and the active component. The President's supplemental that went in today has \$57 billion to spend for this year, and it contains about \$12 billion for aircraft, trucks, tanks, Bradleys, et cetera. We've lost 87 helicopters in our Army. You say, well what about the Army Reserve? You don't see on the tail of those, "U.S. Army Reserve," you see "U.S. Army." We move the aircraft around. So we've lost 87 helicopters since this war started; we've lost more wheeled vehicles than I can count, and more than a handful of track vehicles. This is a dangerous war, and we've not replaced any of that. We're going to equip by this with minimum essential equipment for training and donate equipment where it does more good, where we don't have to move troops and equipment, but we'll have it in Army pre-position stocks, or in stay-behind sets as long as we're in Iraq.

Slide 9 “Army Reserve – Part of the Modular Army”

People are asking what modular is. Modular, frankly, comes from this -- we have built the Army in the past as divisions and corps, and when you needed to do something less with it, you had to break it apart. General Campbell, who spoke to you yesterday, commanded the 10th Mountain Division. At one time, the 10th Mountain Division was stretched across the entire planet in no formation larger than a battalion task force. And his successor, General Hagenbeck, was commanding operations in Afghanistan, but only had a reinforced battalion of his own division with him. We're trying to give ourselves the agility to do that kind of operation.

For us in the Army Reserve, it means that almost every operational general officer-level headquarters will undergo a radical redesign, to include our theatre support command, signal commands, engineer commands, engineer brigades. I don't know yet what it will look like. We're just now getting to some fidelity of what they look like. We'll make the decisions later on this month and next month as to how it is structured; that is, which component has how many and how fast we can stand them up.

Slide 10 “Taking Care of People”

We created a welcome home warrior citizen program -- hard to do. We put a lot of energy into this and you should thank your members of Congress for their support, because the result is that we are allowed to spend our money buying an American flag in a mahogany shadow box, nice plate on the front to Specialist or Sergeant So-and-So and their family for service in, et cetera, et cetera; a flag to hang outside their home, some specialized coins, stickpins, lapel pins. A really big deal.

It's intended to be a first-class act, better than the Grammy, better than the Oscar Awards, better than Disney World, better than Six Flags over Georgia. Do it right. Make sure everybody is gussied up, invite the mayor, the preachers, the governor, and everybody, and have them down to honor our soldiers.

We've created a visitation for wounded soldiers sponsorship program. We do it here in Washington and in Atlanta. We fly them here, go visit them, take stuff to them -- magazines. Some families ask me, what can we do? I said, use your head. Just do anything you want to unless it's illegal, immoral, or -- you can take them candy -- I mean, think about it. What do you do when people in your family are sick and hurt? You go see them. You send them flowers. You send them cards, right? These are our family. Let's do it. Gee, it makes you feel good, too. Invite them over to your house, have them in for dinner, watch football games, take them to church with you. Just invite them in for a cold beer. I mean, they've been someplace where you don't get that kind of thing. Let's do it for these guys and gals. They're great Americans and they're our family.

We're establishing an Army Reserve Memorial Park by the USARC headquarters in Atlanta. Now we present a wreath from the soldiers of the United States Army Reserve with sympathy to the family of every one of our casualties. I went to a funeral of one of our Soldiers, and my aide stepped up and said, you know, there's something missing here. We don't send

flowers. Look at all these flowers over there -- they're from Uncle Johnny, Aunt Mary. Why don't we send flowers? I said, gee, I'd never thought of that. That's a great idea. Went back, got some folks, and the first thing I was told was, well, do we want to do that? Couldn't we spend the money better on something else?

Listen to me: that Soldier's family will know and will tell other people how we treated them and that soldier. And if you poison the well in the all-volunteer force, we won't have any soldiers. They will say, you know what, the Army Reserve took my daughter off, got her killed, and nobody came to the funeral. They didn't even send flowers, nothing. Right? We can't afford that. If we're leaders, it's the right thing to do, so now we send a wreath. An idea that came from somebody being innovative and thinking about what else can we do for Soldiers. It's what we all must do.

Slide 11 "Growing Leaders"

We talked about this. We've established a mentorship program to help grow leaders. We're going to clean up our command and management. There is nothing perfect, but we have too much sloppiness. There are far too many cases, of well, Colonel – Major, I'm going on leave, and so the action sits there, and nothing happens. Meantime, the soldier missed a promotion gate, didn't get an award when they retired, a disciplinary action didn't get processed, so everybody looks at it and says, man, nothing happened. Do you want to belong to an organization like that? No. You have to clean that up.

Slide 12 "The Centerpiece of the Army – The American Soldier"

Centerpiece of our Army. This is a young lady, an Army Reserve Soldier, five-ton dump truck, .50 caliber machine gun, armor plate on the truck, add-on armor to level three. When I asked her, she said, darn right, sir, I'm qualified with this weapon. Why? I said, okay, how do you feel about killing somebody with it? She said, you mean, the bad guys? I said, yes -- not talking about the good guys, for sure. Her answer was, I've already done it. She said, I don't take any great pride in that. I'm sorry it had to be done, but bring them on. I said, hoo-ah, proud to be on your team.

Intent. We are using the energy and urgency of Army transformation and the operational demands of the global war on terror to change from a technically focused force in reserve to a learning organization that provides trained, ready, inactive duty soldiers, poised and available for active service as if they knew the hour and the day they would be called. That is our intent, and we're on the move. Just like this young lady, don't get in front of us. Don't get behind us. Correction: if you get behind us, we will leave you behind. We will abide by the warrior ethos: when you fall, we will pick you up. But as a leader, you've got to be with us. This is one team, one fight.